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TO : Chief, Administration and Training Staff

DATE: 26 July 1954

FROM : Chief, Security Division

SUBJECT: Annual Management Improvement Report

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In compliance with the request of the Executive Officer, Security Office, the following management improvement report for the Security Division covering the fiscal year 1954 is herewith submitted.

- I. Major Management Problems which are Beyond the Authority of the Director of Security to Solve.

Negative

- II. Major Areas of Potential Improvement selected for Emphasis in Fiscal Year 1955.

- A. Establishment of a Guard Training Program.
- B. Simplification of Security Processing of new employees entering on duty.
- C. Revision of Physical Security Branch file system to establish a cross reference system between such related files as the principal building file and files on specific subjects such as vaults, restricted areas, locked rooms, technical inspections, fencing, lighting, surveys, guards, receptionists, etc.
- D. Re-location of the Night Security Office and its establishment on a more operational basis.
- E. Re-location, re-designing, and consolidation of the photographic and laminating rooms.
- F. Development of a system with PBS to permit the exercise of better control over expenditures for reimbursable guard service.
- G. Organization of a group of employees (not to exceed twenty) with special police powers previously delegated by GSA, and the development of a rigid training course for such employees.
- H. Standardization of operations in each major component of the Physical Security Branch and preparation of a "Procedures Manual" for all operations in each section of the Branch.
- I. Centralization of the storage of equipment and material peculiar to the operation of the Physical Security Branch and which must be kept in stock (Not office supplies).
- J. Revision and simplification of Guard Manuals and NSO Manual.

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- K. Reduction of badge record file - posting of pertinent information from old badge records to new IBM cards so that the old files may be eliminated, stored, or eventually destroyed.

III. Specific Action Taken During Fiscal Year 1954 to Solve Major Program or Operating Problems and Improve Management.

A. Actions Taken to Conserve Material

- (1) Elimination of a triplicate file of IBM badge records.
- (2) In the Interrogation Research Branch an individual was assigned the responsibility of conserving material and parts in connection with the operations of the branch.

B. Improved Organizational Structure, Functions, and Procedure

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(2) Sub-depots were established in EE and FE for the maintenance of a six months supply of polygraph parts and materials in order to insure a ready supply of such parts and materials.

(3) The Research Section, Personnel Security Branch, was assigned the function of maintaining a security office library and was also given the responsibility for serving as a point of coordination for publication procurement.

(4) In order to insure that only authorized Security Office employees are able to draw security files from the Security Division file room, new badges with the number 6 on the left margin were issued to authorized personnel for displaying prior to drawing security files.

(5) Action was initiated to add the position of Research Officer to the T.O. of the Office of the Chief, Security Division. It is the responsibility of the occupant of this position to study individual cases from the CE standpoint and coordinate CE matters with the Security Research Staff and the CE officer of the Special Security Division.

(6) The Chief, Personnel Security Branch, was assigned to a Committee on Records established by direction of the Director of Security to conduct an overall study of the Security Office file rooms and make such recommendations as appear appropriate.

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(7) Action was taken toward the reorganization of the organizational structure of the Physical Security Branch.

(8) A program for holding weekly staff meetings of members of the Physical Security Branch was initiated.

(9) Arrangements were made for closer coordination between the Building Security Section, Physical Security Branch, and the Safety Officer in order to effect closer collaboration on mutual problems and to eliminate double surveys and reports.

(10) A new Agency badge system was adopted and badge record files were transferred to IBM records.

(11) A polaroid camera was acquired in order to provide badges expeditiously when appropriate.

(12) The method of maintaining records on guard positions was improved in order to keep a current record of total current positions as well as any additions or deletions.

(13) In order to confirm the amounts charged by GSA for guard service, a system was established whereby the guard captain submits a daily report of the hours worked at each guard post.

(14) An improved method of maintaining a master file on safe combinations, number of safes in the Agency, and method of numbering each safe was initiated.

(15) The system of maintaining a record on all Agency buildings was revised to reflect more pertinent information as to locations, date of acquisition, occupants, guards, receptionists assigned, etc.

(16) Action was taken by the Physical Security Branch to revise the filing procedures of all actions taken by that branch.

(17) Action was taken to improve the records maintained on the location and number of vaults and on restricted areas.

C. Actions Taken to Improve Man Power Utilization

(1) A program was initiated for the interview of all professional employees of the Security Division by the Chief, Security Division. The purpose of the interviews is to acquaint such individuals with the functions and policies of the Security Division, and to establish more personal relationships between the employee and the Division Chief. In addition the interviews afford an opportunity to determine the capabilities and ambitions of the individuals, in order to better chart their careers within the limitations imposed by available positions and Agency policies.

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(2) Arrangements were effected with representatives of EE so that in the future when polygraph support is requested by WE, SE, or NEA, consideration will be given by the Security Office to sending polygraph operators assigned to EE. This action avoids the expense and inconvenience involved in sending an operator from headquarters when only a few cases are involved.

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(5) As a result of a survey which revealed that during four Saturdays only 105 visitors were processed for entrance to CIA buildings, all reception desks except in the Administration Building were closed on Saturday mornings, and arrangements were made for the guards to process visitors during those times. This action resulted in a savings of approximately \$500 per month.

(6) A constant study and revision was conducted of guard requirements in order to effect the best utilization of guard personnel to provide adequate security and still keep within the monetary limits of the budget.

(7) Action was taken to utilize the Night Security Officers for work on other work of the Physical Security Branch when not occupied with their duties as Night Security Officers.

D. Development and Use of Work Measurement and Work Load Data and Production Standards.

(1) Arrangements were made whereby each section of the Physical Security Branch submits daily work sheets pertaining to the operations of the section and, where appropriate, indicating the assignment of cases to, and work completed by each employee.

(2) A standard check list was adopted for use by employees making Physical Security Surveys and technical inspections in order to further improve coverage and reports.

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E. Improved Scheduling of Operations

(1) A system was adopted whereby records of all real property occupied by the Agency in the headquarters area and in the [REDACTED] field is maintained which indicate the date of the last physical security survey and the date that the next one should be conducted. In this connection arrangements were made for the scheduling of fire drills on an annual basis and for the scheduling of fire and safety building surveys on a semi-annual basis.

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(2) As a result of the acquisition of firearm range facilities on specific days each week it is now possible to more definitely schedule the training of individuals in the use of firearms.

F. Use of Business Machines

(1) Agency badge records were converted to IBM methods.

(2) An adding machine is being used in connection with the maintenance of guard records and guard control.

G. Use of Statistical Sampling Methods

(1) A count is being made of the number of personnel using a particular building entrance in order to determine possibilities of closing or relocating the entrance.

(2) A count is being taken of the number of personnel carrying brief cases, manila envelopes, etc., out of a given building through a specific entrance during a certain period of time in order to determine the possibility or advisability of spot checking for classified information.

H. Improved Progress Reporting and Reviewing Systems for the Appraisal of Performance.

(1) Maintenance of daily reports on operations by each section and major unit of the Physical Security Branch.

(2) Submission of weekly and monthly reports by all branches of the Division.

I. Actions Taken to Improve Coordination

Continuing informal indoctrination of the members of the division on the functions and responsibilities of other components of the Agency.

J. Improved Project Control Systems

Negative

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K. Elimination of Duplication of Effort

Negative

L. Gains Both Inter and Intra-Agency, Realized from Committee or Board Mechanisms.

(1) Membership by two representatives of the Security Division in a special ad hoc committee of representatives of interested Government Agencies established to study the problems of Government-wide procurement of safe files. It is expected that this committee will develop more security safe keeping equipment.

(2) Membership on a committee, chaired by the Chief, Security Division and comprised of representatives of interested offices of the Agency, which was formed to study means of combatting surreptitiously installed listening devices.

M. Techniques Which Improved Quality or Quantity of Production

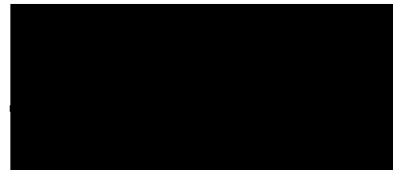
Conversion of badge records to IBM. Use of new laminating press in the manufacture of badges. Use of polaroid camera in connection with the making of badges and credentials. Adoption of check lists for physical security surveys and technical inspections.

N. Policy agreements, which Resulted in Management Improvement

Negative

O. Program, Operating, or Administrative Achievement Resulting in Improved Management

Negative



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